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7 December 1967

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MEMORANDUM FOR: Mr. [REDACTED]  
Chief, Africa Division

SUBJECT : Suggestions for Chiefs of Station Seminar  
Presentation Scheduled for 1115 Hours,  
5 February 1968

1. You will recall that, on 4 December 1967, I discussed with you the possibility of giving a presentation to the Chiefs of Station Seminar which is scheduled for 5 - 16 February 1968. I cited as the suggested title Some thoughts on organizing a CIA station; discussion of managerial problems; the intelligent use of human resources. At that time, you requested that I forward to you some background on previous similar presentations and any comments that might seem pertinent.

2. In the past this presentation has been generally divided into two parts. The first part has dealt with interpersonal relations and the second part with operations. In the first part, previous speakers have pointed out that people are the most important asset of the COS. The COS needs to pay particular attention to the special problems overseas of the single girls at the station -- the COS is advised to become familiar with any special talents they may have and how these can be used in making them a part of the team. The married people at the station have their own special problems when the overworked case officer begins neglecting his family. Here it is a question of encouraging a good balance between overwork and underwork. The COS is advised to keep a firm and flexible hold on operational money. The COS is urged to pay special attention to his commo people and to use their special talents, e.g., perhaps in the close support field, photography, etc.

3. The second part of the presentation has usually covered the following points: be familiar with all station operations; arrange for frequent case officer discussions in groups and individually and maintain an open-door policy; use OA and D&D allotments as managerial tools; share representational funds with case officers; take time out to train subordinates as you go

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along; improve fitness reporting and do not use it as a morale booster; try to break down the artificial separation between the station and real political section; don't get scooped by the local coup; review requirements constantly, rejecting those of low priority; when subordinates have differences with Headquarters, don't support them blindly - be sure full details have been reported to Headquarters; make special efforts to assure that the outside case officer is well supervised.

4. A presentation such as the above, with emphasis on the managerial aspect of the welding of a station or base into a unified, efficient and harmonious whole, has been found valuable for the outgoing managers. The above points are merely thrown out for your consideration and in no way represent a set pattern for the future. My desire in calling upon you for a presentation at the Seminar was specifically to utilize your broad experience (not limited to any one geographic area) for the benefit of the COS, DOCS, and COB designees enrolled in this seminar. Based on the past student critiques, we have found that most presentations are enhanced by frequent use of concrete examples which illustrate the points being made by the speaker.

5. A presentation along the lines of the above serves to set the tone for subsequent speakers who will discuss in detail communications, security, personnel and operational pictures. Your cooperation in supporting this training endeavor is greatly appreciated, and I am certain it will contribute to the increased effectiveness of the outgoing officers.

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Chief Instructor  
COS Seminar

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HT/OS/████████████████████ (7 December 1967)  
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